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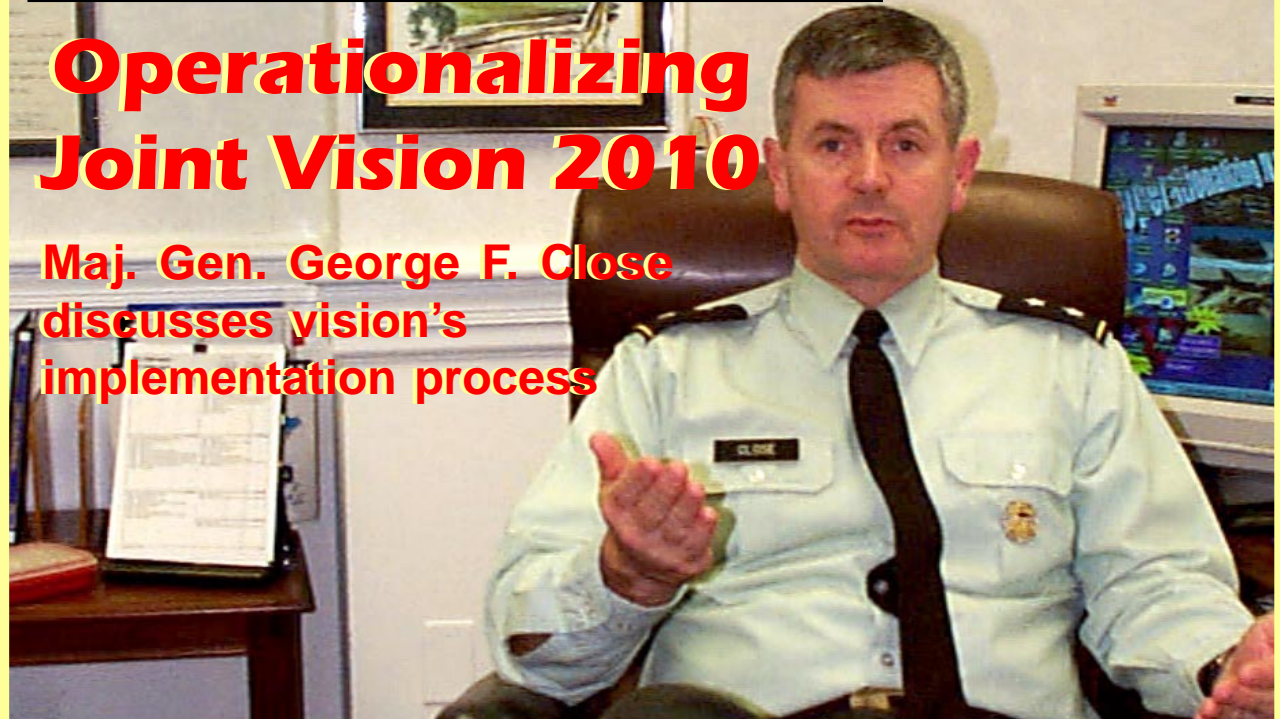
J-SCOPE

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Operationalizing Joint Vision 2010

Maj. Gen. George F. Close
discusses vision's
implementation process



Secretary of defense says nation grateful for sacrifices made

(Editor's note: The following message is an excerpt from a secretary of defense memorandum. It corresponds with the National Prayer Breakfast he and Gen. Henry H. Shelton attended Thursday in Washington with the president, members of his administration, Congress, Supreme Court, leaders of the armed forces, and other distinguished citizens.)

By William S. Cohen
Secretary of Defense

Rest assured, men and women of the Department of



William S.
Cohen

Defense, you are in my prayers. Your nation is profoundly grateful for the sacrifices you and your families have made for the

“Your nation is profoundly grateful for the sacrifices you and your families have made for the cause of peace and freedom in recent months.”

William S. Cohen

cause of peace and freedom in recent months. Your efforts have given a “face” to democracy and freedom for people who through countless centuries have been subjected to relentless oppression and indignity.

In addition, you demonstrated compassion and

national charity by extending helping hands to those suffering from the ravages of “natural disasters.”

As God continues to show us the paths of peace, may we in turn, continue to lead our world toward increased freedom.

Military begins operationalizing Joint Vision 2010

■ **Maj. Gen. George F. Close discusses vision's implementation process**

By Tech. Sgt. Lee Roberts,
USAF
J-Scope Editor

WASHINGTON - In July 1996 the chairman of the Joint Chiefs of Staff unveiled "Joint Vision 2010" - a conceptual template for the evolution of America's armed forces into the future.

Roughly three years have passed, and officials are lauding efforts to carry out the vision through the Joint Vision 2010 Implementation Process, a three-

Army Maj. Gen. George F. Close, the Joint Staff's J-7 Operational Plans and Interoperability Directorate director, spoke during a recent interview about the Joint Vision 2010 Implementation Process. (Photo by Air Force Tech. Sgt. Lee Roberts)



phase progression of concept development, assessment, and integration.

According to Army Maj. Gen. George F. Close, the Joint Staff's J-7 Opera-

tional Plans and Interoperability Directorate director, the combatant commands, defense agencies, services, and Joint Staff have been working collaboratively to implement the vision. Until now they have focused on the concept development phase, establishing the basic vision for future warfighting.

Close explained that in the concept development phase defense officials projected future challenges using relevant visionary documents such as Joint Vision 2010 and Concept for Fu-

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ture Joint Operations, Expanding Joint Vision 2010 (published in May 1997), and strategic documents such as the National Military Strategy and National Security Strategy.

The general said they developed a list of 72 desired operational capabilities to meet 21 identified challenges for the 21st century. They also prepared detailed plans to determine how to assess future capabilities to



“The good news underlying all of this is the services and combatant commanders have embraced their visions of the future to be in concert with or to complement Joint Vision 2010 concepts. So not only do we now have a vision, but we think we have done some pretty good work over the last several years operationalizing it.”

Army Maj. Gen. George F. Close

meet anticipated challenges, and then developed a master plan to provide guidance for implementing the vision.

“The desired operational capabilities flowed from the 21st century challenges,”

Close said. “We then had to take these capabilities and plot a road map out into the future.”

The general said a key challenge the armed forces expect to face in the next century is battlespace

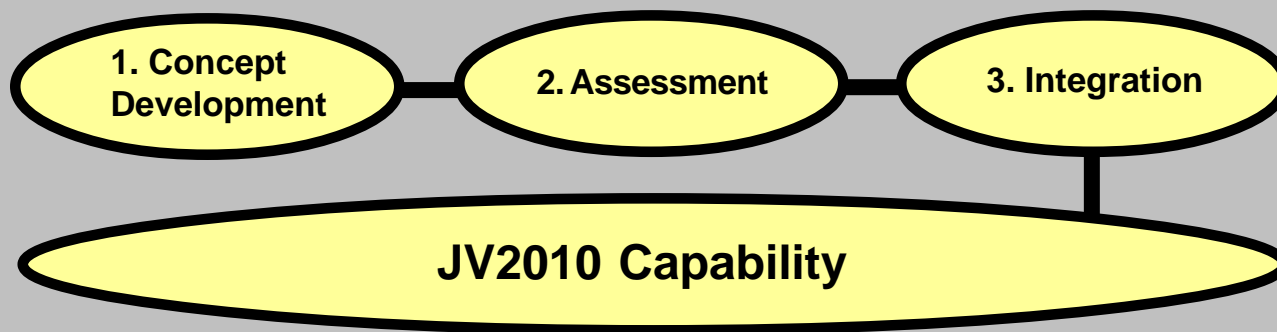
awareness. He said this particular challenge would have to be addressed to improve the speed of command and control decision making, to better protect U.S. and coalition forces, and to better support

decisive battlespace operations.

Right now, Close pointed out, each service has the capability to visualize on a computer screen where their own forces are. But, the general said, problems arise when trying to do the same with combined joint task forces. “So as we look out into the future, we have to ensure we do an even better job than we are right now integrating joint capabilities. So when we put systems in the field, let’s say

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OPERATIONALIZING THE VISION



- 1) **Concept Development phase:** establishes the basic vision for future warfighting.
- 2) **Assessment phase:** the desired operational concepts will be assessed through “joint experimentation.”
- 3) **Integration phase:** involves integrating the recommendations resulting from the assessment phase. Integration phase changes focus on co-evolving doctrine, organizational structures, materiel, training and education programs, personnel, and leadership to yield forces that provide “Full Spectrum Dominance,” the ability to dominate the full range of military operations.

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a material solution to the challenge, they are integrated from the beginning, not after they arrive,” he said.

Army Col. Del Turner, the J-7 Joint Vision Branch chief, said it's important to look at the overall future security environment, and then develop capabilities to provide combatant commanders what they need to dominate across the spectrum of conflict. Capabilities are provided through doctrine, organization, training, material, leader-

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ship, and personnel, known as DOTMLP for short. These elements are the “nuts and bolts” of operationalizing Joint Vision 2010, he said.

Turner said the second phase, or the “assessment phase,” is now getting underway. In this phase, the desired operational concepts will be assessed through “joint experimentation.”

The colonel said the U.S. Atlantic Command took re-

sponsibility for joint experimentation Oct. 1, 1998, and the Department of Defense committed close to \$350 million in November 1998 to fund the effort through the year 2005.

“They are going to assess these concepts and capabilities and recommend the most promising capabilities for the future force,” Turner said.

The third phase,

Visit the Internet at
<http://www.dtic.mil/doctrine/jv2010/>
for more information about
Joint Vision 2010.

“integration,” will involve integrating the recommendations resulting from the assessment phase. The integration phase changes will focus on co-evolving doctrine, organizational structures, materiel, training and education programs, personnel, and leadership to yield forces that provide “Full Spectrum Dominance,” the ability to dominate the

full range of military operations.

“We are beginning to operationalize Joint Vision 2010,” Close said. “We’ve taken the vision, institutionalized it. We’ve gone from the vision documents and put the process into place. We’ve developed challenges and desired operational capabilities for the future. The secretary of defense has given

joint experimentation to the U.S. Atlantic Command, and the program is resourced.”

And by the way, Close added, “the good news underlying all of this is the services and combatant commanders have embraced their visions of the future to be in concert with or to complement Joint Vision 2010 concepts. So not only do we now have a vision, but we think we have done some pretty good work over the last several years operationalizing it,” the general said.

Service members are top priority in fiscal 2000 budget

By Jim Garamone
American Forces Press Service

WASHINGTON — The president's fiscal 2000 defense budget of \$267.2 billion reflects DoD's emphasis on service members with requests next year for a 4.4 percent pay raise Jan. 1, a targeted pay raise July 1, and military retirement reform.

A senior defense official said the proposed budget would fund the "most press-

ing needs" of military commanders.

Civilian pay will also rise by 4.4 percent.

The budget is the first increase in defense spending since the end of the Cold War. In addition to compensation issues, the budget would provide \$53 billion for procurement and places the department on the road to achieving the 1997 Quadrennial Defense Review goal of \$60 billion a year for procurement. The fiscal

1999 DoD budget is \$265 billion.

The Future Years Defense Plan calls for \$112 billion extra through fiscal 2005.

Under the proposal the Army's share of the DoD bud-

get is \$67.2 billion; the Navy/Marine Corps, \$83.3 billion; the Air Force, \$79.1 billion; and DoD activities, \$37.6 billion.

The budget proposes a military end strength of 1,370,000 active duty service members: 480,000 Army soldiers, 372,000 Navy sailors, 172,000 Marines and 361,000 airmen.

The Selected Reserves will be set at 865,000 service members, and there will be about 700,000 civilian employees.

The budget includes money to prepare for two more rounds of base clo-

sures in fiscal 2001 and 2005. "We must get rid of excess infrastructure," said the senior defense official. "The money we spend on excess bases is money we will not be able to spend on new weapon systems and quality of life programs for

The budget is the first increase in defense spending since the end of the Cold War.

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The across-the-board 4.4 percent pay raise is the largest since fiscal 1982. Pay raises through fiscal 2005 are now set at 3.9 percent each year.

service members.”

Savings from new rounds of base closures would start showing up in fiscal 2005. “The first couple of years, it costs money to close bases,” the official said, adding neither the fiscal 2000 budget nor the Future Years Defense Plan include savings from new rounds of base closures.

The budget is built around the quadrennial review strategy of “shape, respond and prepare.”

“We must balance between our near-term interests and prepare for the threats of the future,” the official said. With this in mind, the highest budget priorities are to continue to attract and retain high-quality military personnel, ensure high operational readiness,

implement force modernization, improve base facilities and family housing, and to streamline infrastructure.

The budget counters all threats the United States is likely to confront, said the official. This covers the emergence of a “near peer”

threat, increasing threats from weapons of mass destruction and an increase in terrorism.

DoD has seen disturbing personnel trends: The Navy missed its recruiting goals by 6,900 sailors in fiscal 1998, and the Army missed its first quarter fiscal 1999 recruiting goals by 2,300 soldiers. If the Army cannot correct these recruiting problems, the officials said, the service will miss its fiscal 1999 recruiting goals by 10,000 soldiers. The senior official said the compensation package included in the

fiscal 2000 budget should go a long way toward reversing these trends.

The military leadership’s top budget priority was fixing the retirement system. The Redux retirement system became effective in August 1986, and the program meant that service members coming on active duty after that date will receive 40 percent of their base pay if they retire after 20 years of service. The proposed change will raise the benefit to 50

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percent after 20 years. Other changes mean retirees would receive cost-of-living raises during periods of low inflation. Officials pegged the cost of these changes at \$6 billion through fiscal 2005.

The across-the-board 4.4 percent pay raise is the largest since fiscal 1982. Pay raises through fiscal 2005 are now set at 3.9 percent each year. The raise is higher than the estimated pay growth of civilian-sector employees. It is also more than 2 percent higher than the estimated inflation rate. Through fiscal 2005, the pay raises will cost an estimated \$14 billion extra.

The targeted pay raise — also called pay table reform — looks to

retain mid-level NCOs and officers. The raises range from .5 percent to 5.5 percent and will take effect July 1, 2000. The senior defense official said the reform will reverse the pay tables' current trend of rewarding longevity more than promotion. Pay table reform will cost \$4.5 billion though fiscal 2005.

Finally, DoD proposes to increase specialty pays and bonuses to personnel in critical military specialties. "We're having problems retaining surface warfare officers, nuclear officers, special operators and many other specialties," said the official. "We need to increase retention and recruiting." Cost for these increases is \$2 billion through fiscal 2005.

Operations and maintenance funds remain at historic highs. The Army, for instance, has budgeted tank crews to 800 driving miles per year, up from 703 in fiscal 1999. Army

monthly tactical hours per crew are set at 14.5, up from 11.5 in fiscal 1999.

Navy steaming days per quarter remain at 50.5 for the deployed fleet and 28 for the nondeployed fleet. Tactical hours per crew per month are 22.3, up from 22.1 in fiscal 1999.

Air Force reduced fighter and bomber crews' monthly flying hours and raised them for tanker and airlift crews.

The fiscal 2000 budget fully funds operations in Bosnia and Southwest Asia. "This means we won't have to borrow funds from O&M accounts to finance contingencies," the official said.

The budget puts modernization on the track recommended in the

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QDR. "This will fund the weapon programs we will need for the future: the F-22, the Comanche, the Crusader, the Joint Strike Fighter, the V-22 and so on," the official said. The modernization sector will climb from \$53 billion in fiscal 2000 to \$61.8 billion in fiscal 2001.

The Army's procurement budget is set at \$9.7 billion in fiscal 2000; the Navy, about \$21 billion; the Marines, \$1.1 billion; the Air Force, \$19 billion; and DoD activities, \$2.1 billion.

Army programs

Major Army aircraft

projects include \$773.5 million to fund fire-and-forget Hellfire missile capability for the AH-64 Longbow Apache helicopter. The Comanche RAH-66 helicopter will receive \$427 million in research and development funds. The Army will spend \$102.8 million to buy eight Black Hawk UH-60 choppers.

The Army has budgeted \$658.3 million for Abrams tank upgrades and \$348.8 million for Bradley fighting vehicle "sustainment," such as improvements for crew command and control capabilities and situational awareness, and for increased lethality of the system. The Army also budgeted \$343.9 million in research and development

funds for the Crusader self-propelled artillery system.

Navy programs

The Navy's major fiscal 2000 aircraft procurement is 36 F/A-18E/F Hornet strike fighters, tagged at \$3.066 billion. In addition, the Navy proposes to buy seven SH-60R anti-submarine helicopters, 15 T-45 Goshawk trainer aircraft, three E-2C Hawkeye early warning aircraft and 12 AV-8B Harrier jets. The Marines will get 10 V-22 tilt-rotor aircraft for \$796 million.

The Navy will spend \$2.9 billion for three more DDG-51 Arleigh Burke class destroyers in fiscal 2000. It is asking for \$1.5 billion for two LPD-17 San

Antonio class amphibious transport docks, and \$453.1 million for an auxiliary dry cargo ship. The latter is a new class of supply ship. The Navy is also budgeting \$1.1 billion for the new attack submarine and \$66.4 million for the Seawolf attack submarine.

Air Force Programs

The Air Force wants \$3 billion for its F-22 advanced tactical fighter — \$1.8 billion to buy six aircraft and \$1.2 billion for continued research and development. It has budgeted \$282 million for 10 F-16 fighters, the first part of 30 that will go to the Air Reserve and Air

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National Guard. Finally, the Air Force wants \$3.5 billion for 15 C-17 airlifters and \$280 million for an E-8C surveillance and targeting radar aircraft. No new B-2 Stealth bombers are set for fiscal 2000, but the Air Force budget includes \$374 million for spare parts and research and development.

Finally, Air Force planners set \$308 million in research and development funds on the airborne laser program. The

program envisions fitting a modified Boeing 747-400 with a laser that can destroy incoming missiles. The program is in coordination with the Ballistic Missile Defense Organization.

Defense/Joint programs

The major aircraft program, the Joint Strike Fighter, is budgeted for \$476.9 million. The Air Force, Navy and DoD all contributed to this research and development program. Ultimately the Joint Strike Fighter will

The president's fiscal 2000 budget is now in the hands of Congress for deliberation.

replace Air Force F-16s, Marine AV-8Bs and Navy F/A-18E/F aircraft.

Theater missile defense projects are funded at \$2.9 billion.

The request includes \$611 million for the Army Theater High-Altitude Area Defense missile and \$189 million for its Patriot PAC-3 missile program, \$369 million for the Navy Theaterwide defense program, and \$75

million for the space-based laser project.

National missile defense budget is set at \$1.2 billion, all in research and development funds.

Overall budget in research, development, test and evaluation is going down slightly in DoD. The fiscal 2000 R&D budget is set at \$34.3 billion, down from \$37.4 billion in fiscal 1999. The senior defense official said this is nor-

mal. "We've had a number of big budget items pass from research and development to procurement," he said. "If you look at R&D over the years you will see the cyclic nature of this funding."

The president's fiscal 2000 budget is now in the hands of Congress for deliberation. Congress may change aspects of the budget request, but is constrained by the Balanced Budget Agreement. It has until Oct. 1, 1999, to pass DoD's authorization and appropriations bills.

(AFPS)

Joint Staff director tours support services areas



Army Sgt. 1st Class Bobby Gilchrist gives Navy Vice Adm. Vernon E. Clark, Joint Staff director, a tour of Joint Staff Supply Monday afternoon. The admiral got a first-hand look at operations in the Directorate of Management's Support Services Office's supply, travel, graphics, printing, engineering, distribution and facilities sections.



Photos by Air Force Tech. Sgt. Lee Roberts
Air Force Master Sgt. Leonida Culp, Directorate of Management, Support Services Office Travel Section, briefs Navy Vice Adm. Vernon E. Clark on the progress of the new government Visa program.

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(Above) Navy Vice Adm. Vernon E. Clark, Joint Staff director, shakes hands with Army Sgt. 1st Class Antonio Jones, a facilities coordinator in the Directorate of Management, Support Services Office, Facilities Section.



Army Col. Debra DeVille (Left) and Army Master Sgt. Thomas Chambers show a building project blueprint to the Joint Staff director.



Army Sgt. 1st Class Eileen M. Bernston shows Navy Vice Adm. Vernon E. Clark some of the products of the Printing Section.



Brenda R. Berry (Left) briefs the Joint Staff director on operations in Joint Staff Supply.



Photos by Air Force Tech. Sgt. Lee Roberts

(Above) Navy Vice Adm. Vernon E. Clark greets the members of the Support Services Office Graphics Section Monday. The admiral wanted to get a first-hand look at the various support services available to the Joint Staff.



Air Force Senior Master Sgt. Todd R. Lane shows the Joint Staff director several graphics products.

The Moneyspeak-to-English Dictionary

WASHINGTON — The president's fiscal 2000 defense budget went to Congress Monday. To help sort through the process, here are some common budget terms and phrases:

Apportionment — The Office of Management and Budget distributes funds to federal agencies for obligation. An agency may not obligate more funds than it receives.

Appropriation Bill — Passed by Congress, this bill tells an agency how much it can spend on a program. When the president signs the bill it becomes the Appropriation Act. The act actually gives the agency

the funds to pay its bills.

Authorization Bill — This provides an agency with the legal authority to operate. It recommends policy guidelines and funding levels and must be passed by Congress. When the president signs the bill it becomes the Authorization Act -- it allows the agency to spend money, but does not actually provide funds.

Balanced budget — A budget in which the money coming in is equal to or greater than the money going out. The U.S. government in fiscal 1998 had its first balanced budget since the Nixon administration.

Budget authority — The value of the annual new authority to incur obligations.

Budget resolution — Congressional budget committees come up with this legislation, basically an outline, which determines ceilings for an agency's budget authority and spending outlays. It is not legally binding.

Continuing resolution — If the appropriation bill is not signed by Oct. 1, the beginning of the fiscal year, this legislation allows an agency to continue operating at the previous year's spending level. It has a set expiration date.

Deficit — What happens when you spend more than you take in during a fiscal year.

DoD budget — This budget contains funding for DoD programs, including personnel and services. It does not contain funding for Department of Energy security programs.

Fiscal year — The federal budget cycle. Fiscal 2000 runs from Oct. 1, 1999 to Sept. 30, 2000.

Future Years Defense Program — Often abbreviated FYDP, this program charts the budget

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through six years.

Gross National Product — The total monetary value of all final goods and services produced in a country during one year.

National Defense Budget — Drafted by the administration, this budget covers spending requested for DoD, civil defense and Department of Energy national security programs.

Obligations — A binding agreement with a supplier for goods or services.

Operations and maintenance — Often abbreviated as O&M, this account funds allocations for maintenance and repair of equipment, utilities, up-

keep, training, fuel and spare parts.

Outlays — Actual expenditures or the net checks issued by an agency.

Real growth or decline — The growth or decline of a budget after considering inflation. The fiscal 2000 defense budget request seeks the first real growth since 1985.

Topline — Shorthand for total amount of money available to an agency.

Total obligation authority — The value of an agency's entire operation for each fiscal year regardless of how it is financed. This dollar figure, for instance, can include proceeds from the sale of items and money available from prior years. (AFPS)

BABY CRIB

Congratulations to the parents of the newest additions to the Joint Staff family. The following baby was born in December.

Dec. 13: Erica Rachelle Denham, daughter of Army Capt. Sheila Denham, Joint Staff Comptroller Office intern, and husband Tony. The baby was born at DeWitt Army Hospital, Fort Belvoir, Va. She weighed 6 pounds, 12 ounces and measured 20 inches long. The Denhams also have a daughter Lauren, 5, and son Marcus, 2.



News briefs

Tax assistance

The Pentagon Tax Center operates through April 15 in Room BC1041. Appointments are available Monday through Friday.

The Fort Myer, Va.,

Tax Center in Bldg. 228 is open 8 a.m. to 4 p.m. Monday, Wednesday, Thursday and Tuesday from 10 a.m. to 6 p.m. Walk-in service is available for 1040A and EZ. An appointment is required for the 1040 long form.

The tax centers pre-

pare and electronically file income-tax returns for active-duty and retired military members, their spouses and dependents. The service is free and confidential.

A military ID card, W-2s, Social Security card and

additional tax information is necessary for preparation of taxes.

For more information, call the Pentagon Tax Center at **(703) 614-1531** or the Fort Myer Tax Center at **(703) 696-7194**.

Enlisted meeting

The Joint Staff Air Force Enlisted Council meets 10:30 to 11:30 a.m. Tuesday in the J-7 Conference Room (2B865).

Air Force Lt. Gen. Frank B. Campbell, J-8 Force Structure, Resources, and Assessment Directorate director, is discussing

changes in pay and retirement benefits.

Marine promotion

Congratulations to **Marine Lt. Col. Kenny Inman**, J-6 Command, Control, Communications, and Computer Systems Directorate, for his recent selection for promotion to the

rank of colonel.

Sailor ceremony

A ceremony is scheduled 11 a.m. Monday at the Flag Room honoring **Navy Petty Officer 1st Class Brian K. Williams**, J-6, the Joint Staff Sailor of the Quarter for the 4th quarter of 1998. Officials are also

honoring previous quarterly winners for 1998 during the ceremony.

Historical event

The Office of the Secretary of Defense is hosting a Black History Month pro-

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gram from 2 to 3 p.m. Monday at the Pentagon Auditorium in Room 5A1070.

Sea-Air-Space exposition

ARLINGTON, Va. -- The Navy League of the United States hosts the largest maritime exposition in the world, the Sea-Air-Space Exposition, at the Marriott Wardman Park Hotel in Washington from March 30 through April 1.

The theme for this year's event is "Power Up for 2000." The exposition features 150 exhibits of the latest technology from leading defense industries. In addition, people who attend the event have the opportunity to meet defense industry experts and experience first-hand the most pow-

erful and advanced technology available to U.S. maritime components.

Admission is free to the exposition and a seminar series led by senior officers from the U.S. Navy, Marine Corps, and Coast Guard. Those qualified and encouraged to attend include: members of the armed forces, civil service members, members of the Reserve and retired military members, representatives of foreign embassies, and members of the Navy League of the United States.

A photo ID or business identification is required at check-in for registration. Special events, including a gala banquet, luncheons, and presentation of the prestigious Fleet Admiral Chester A. Nimitz Award for industry leadership and the Albert A. Michelson Award for technical excellence and achievement highlight the three-day trade show. Sea-Air-Space exposition online registration and information is available on the Navy

League's web site at <http://www.navyleague.org> or by calling **888-200-8631**. For social or ticketed events, call Pat Holmgaard at **(703) 525-6118**.

Founded in 1902, the Navy League of the United States is a patriotic, civilian organization dedicated to educating Americans about the importance of sea power to our national security and economic well-being. With nearly 70,000 members in 330 councils worldwide, the Navy League engages in activities that support U.S. Navy, Marine Corps, Coast Guard, and U.S.-flag Merchant Marine.

Black observance

Headquarters, Department of the Army is hosting an Army observance of Black History Month program from 2 to 3 p.m. Feb. 13 at the Pentagon Auditorium in Room 5A1070.

African-American soldiers walk in footsteps of a proud legacy

By Sgt. 1st Class Kevin L. Robinson

Army News Service

I remember once seeing a four-star general at an ROTC graduation ceremony at Fort Knox, Ky. Four-star generals are unusual, but this went beyond the stars on his uniform: He was an African-American just like me.

Retired Gen. Colin Powell, then commander of Forces Command, spoke briefly but eloquently about his days as a college student and ROTC cadet at City College of New York. For those cadets



This portrait of Gen. Colin L. Powell, the 12th chairman of the Joint Chiefs of Staff, is displayed on the "E" Ring between the 8th and 9th Corridors.

massed on the parade field in front of him, Powell forged a link from

his past to their future.

Although the future chairman of the Joint Chiefs of Staff may not have known it, his words reached beyond those cadets. For me, he was part of a proud legacy of African-Americans in uniform, a tradition of service that touches every black soldier who has ever donned the uniform.

Throughout America's history, African-American soldiers have always served their country. Yet, their call to arms never meant so much as during the Civil War.

Before President Abraham Lincoln issued

the Emancipation Proclamation Jan. 1, 1863 — freeing all slaves that were being held in the Confederacy — the prevailing myth was that blacks didn't have the stomach or intelligence for combat. They were seen as being better suited as laborers than soldiers.

Frederick Douglass, the noted 19th century writer, abolitionist, and orator, knew that if blacks did not help fight for their freedom they would never be able to enjoy its fruits. "The colored man only

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waits for honorable admission into the service of the country," he said in his biography, "Frederick Douglass," written by William S. McFeely. "They know that who would be free, themselves must strike the blow."

As the war between the states moved into its third year, Union manpower was becoming scarce — even Southern Gen. Robert E. Lee had pro-



From Bunker Hill to Mogadishu, African-American soldiers have given their lives serving the nation in the armed forces.

posed freeing the slaves and enlisting them into the rebel cause.

"The opportunity for black American males to achieve the fullness of being

... lay in their becoming warriors," McFeely wrote "Douglass was eager

to send black men off to war, not only to bring victory, but also to ensure the nation's respect for, its indebtedness to, black men who had taken up arms for what was now their country."

After the Emancipation became law, Douglass and other advocates of putting blacks in uniform finally got their wish.

As the floodgates opened for black soldiers, more than 200,000 African-Americans an-

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swered the Union's call. Of the emerging cast of all-black units, none were more famous than the 54th Massachusetts Infantry Regiment. Hollywood immortalized them in the movie "Glory."

Although the 54th was a regiment of free black men and fugitive slaves, their officers — including regimental commander Col. Robert Gould Shaw — were all white. The Army would maintain this custom for many of its all-black units until the military was fully integrated after 1948.

On July 18, two weeks after the Union victory at Gettysburg, Shaw led the regiment on an assault of Fort Wagner, S.C. The approach to the fort was a narrow killing field: the ocean on one side and sandy marshes on the other.

Confederate cannons fired at point blank range from the fortifications, decimating rows of soldiers. Shaw was killed as his troops made it over the wall, but the relentless fire from the fort's rebel defenders soon forced the 54th to retreat.

When the firing stopped, more than half of the regiment had been killed or wounded. The Confederates held on to

Wagner and buried many of the black soldiers, along with their white commander, in a mass grave.

Black soldiers didn't win the battle on that day, but they — along with African-Americans who have fought and died from Bunker Hill to Mogadishu — helped achieve something that must be earned: respect.

In his autobiography, "My American Journey," Powell said he never thought twice about his service in the military, even in the early 1960s when Jim Crow segregationist laws kept blacks from enjoying the basic rights of citizenship enjoyed by white Americans.

"Why have blacks

always answered the nation's call? They have done so to exercise their rights as citizens in the one area it was permitted," Powell said. "They did it because they believed that if they demonstrated equal courage and equal sacrifice in fighting and dying for their country, then equality of opportunity surely must follow."

(Editor's note: Information for this story was taken from the following sources: "My American Journey," the autobiography of Colin Powell with Joseph E. Persico; "Strength for the Fight" by Bernard C. Nalty; and "Frederick Douglass" by William S. McFeely.)

J-Scope feedback

The following comments have recently been E-mailed to the J-Scope by our readers.

“Just got back from TDY and saw your article on AFSC Pub 1 (The Joint Staff Officer’s Guide, reported in Jan. 22 issue). It was a very informative article. However, I would like you to inform the staff that this pub is and has been available on the various J-7 doctrine web sites. The AFSC Pub 1 is located on the Joint Electronic Library, which is available on the Joint Staff Intranet, the unclassified web (<http://www.dtic.mil/doctrine>), and via the SIPRNET Global Command and Control System (<http://199.114.114.8/users/dj9dj7ead/doctrine/index.html>), and on the JEL CD ROM.”

Comment here
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Letters to the editor
Comments about the J-Scope can be E-mailed to the "J-Scope" address.



Photo by Air Force Senior Master Sgt. Julian Dres

Promotion ceremony

Air Force Maj. Gen. John W. Brooks (Left), J-4 Logistics Directorate vice director, promotes Army Staff Sgt. Anthony Q. Johnson, J-4, to the rank of sergeant first class during a ceremony Monday at the J-4 Conference Room. Johnson's wife Angela assists the general with the promotion.



Photo by Air Force Senior Master Sgt. Julian Dres

Promotion ceremony

Army Maj. Gen. Stephen T. Rippe (Left), Joint Staff vice director, promotes Sgt. 1st Class Willie A. Hunt, Joint Staff Supply, to the rank of master sergeant during a ceremony Monday at the Emergency Conference Room. Hunt's husband, retired Army Sgt. Maj. John R. Hunt, assists the general with the promotion. The new master sergeant's step daughters Tracy Hunt-White and Tisha Hunt attended the event.



Photo by Air Force Master Sgt. Kerry G. Dugue

Promotion ceremony

Navy Lt. Cmdr. Teri Bandur-Duvall, J-4 Logistics Directorate, gets promoted to the rank of commander by her husband, Cmdr. Tim L. Duvall, Naval Intelligence, during a ceremony Monday at the J-4 Conference Room. The new commander's mother-in-law Sue Duvall also attended the event. Air Force Maj. Gen. John W. Brooks, J-4 vice director, officiated the promotion ceremony.



Photo by Army Maj. Bill Bigelow

Reenlistment ceremony

Air Force Lt. Col. Dave Thurston (Left), Chairman's Public Affairs Office, reenlists Tech. Sgt. Lee Roberts, J-Scope editor, during a ceremony Monday at the Chairman's Public Affairs Office.

J-Scope Classified Ads

are available without regard to race, color, religion, sex, national origin, age, marital status, or any other nonmerit factor of the user or patron. Classifieds are printed in this publication in accordance with DoD Instruction 5120.4.

Submitting Classified Ads

Joint Staff active duty and civilian personnel are eligible to advertise a one-time sale of personal items, no longer than 20 words in length.

Only one submission is allowed per family per week and should include sponsor's name, duty section, duty and home phone number. However, the ads only include a person's home phone number.

Please indicate what section the ad should be in -- autos or boats for sale, miscellaneous, yard or garage sale, car pool, houses for sale, or roommate wanted. Send ad submissions via E-mail to the "J-Scope" address by 4:30 p.m. Tuesday each week, or drop off at Public Affairs, Room 2E839. Ads will run only once and must be renewed by E-mail each week.

Miscellaneous**Microwave for sale**

Microwave for sale. Only two-and one-half years old, works like new. Very clean and in excellent condition. Asking \$50 or best offer. Call (703) 892-1246.

Autos**1992 Ford Econoline**

1992 Ford Econoline E 150 for sale. Has V-8, Tiara Motor Coach Conversion Van (seven seats), AM/FM cassette, front and rear air, interior lighting, captain's chairs, fold-out bed, aluminum wheels, tow package, power locks and windows, and comes with complete maintenance records. Asking \$8,999. Call (301) 638-4975.

Advertise here**Advertise here****Advertise here****Advertise here****Advertise here****Advertise here****Advertise here****Advertise here****Advertise here****Advertise here****Advertise here****Advertise here****Advertise here**

.....J-Spotlight.....



Name: Army Sgt. Kim A. Clark

Organization: Directorate of Management, Joint Staff Support Services Office, Travel Section

Duty title: Travel Office administrator

Time in service: 8 years

Hometown: Jackson, Tenn.

Family: Daughter Christina, 14

Hobbies: All sports, especially love racquetball

Most embarrassing moment: Having the “spot-light” picture taken after returning from the Pentagon Athletic Club

Favorite duty station: Fort Knox, Ky.

Career Highlight: Working for retired Sgt. Maj. of the Army Richard A. Kidd when I first arrived at the Pentagon

Each directorate of the Joint Staff has one or more individuals assigned the additional duty of Unit Public Affairs Representative or UPAR. The UPAR's job is to help tell the story for that organization by reporting news about unit and individual activities and achievements to the J-Scope. UPARs also process Hometown News Release forms, assist with publicity for special events, and identify story ideas for future publication. Contact your assigned UPAR if you have a story to tell, have won an award, been promoted, or need to publicize a special event.

UPAR quick reference list

<u>Unit</u>	<u>Name</u>	<u>Phone</u>
DOM	Air Force Master Sgt. Eric M. Harrell	695-2000
J-1	Army Lt. Col. Kerry C. Allen	697-9644
J-2	Air Force Tech. Sgt. Michael Saultzman	697-9773
J-3	Army Sgt. 1st Class Paula E. Davis	695-8116
J-4	Navy Petty Officer 3rd Class Greg Hahn	697-1018
J-5	Army Lt. Col. Kevin Badger	695-4240
J-6	Air Force Master Sgt. Vincent R. Johnson	695-7879
J-7	Air Force Senior Master Sgt. Rick Haney	695-7920
J-8	Air Force Master Sgt. Kerry G. Dugue	695-5632

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Editorial Staff

Lt. Col. Dave Thurston

Managing Editor

Tech. Sgt. Lee Roberts

Editor

Senior Master Sgt. Mamie M. Burke

Chairman's Photographer

Army Visual Information Center

Joint Visual Information Services

Parting Shot

Onto the catapult

Navy Petty Officer 3rd Class Skye Carruda, an aviation boatswain's mate from Marlboro, N.Y., directs an F-18 Hornet Jan. 18 onto the catapult of the USS Carl Vinson (CVN 70). Vinson is deployed to the Persian Gulf in support of Operation Southern Watch.



Photo by U.S. Navy Seaman Jose Cordero